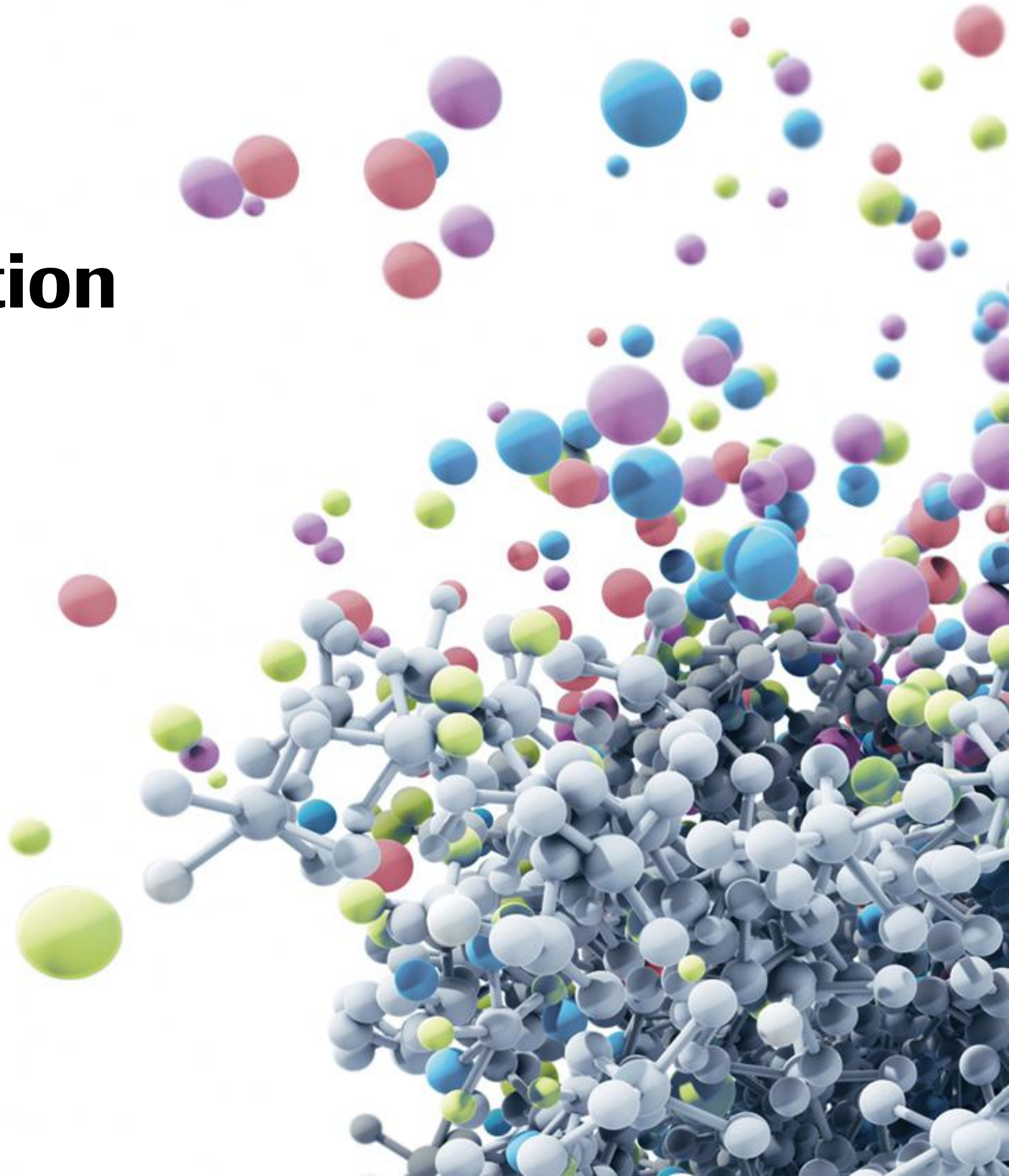
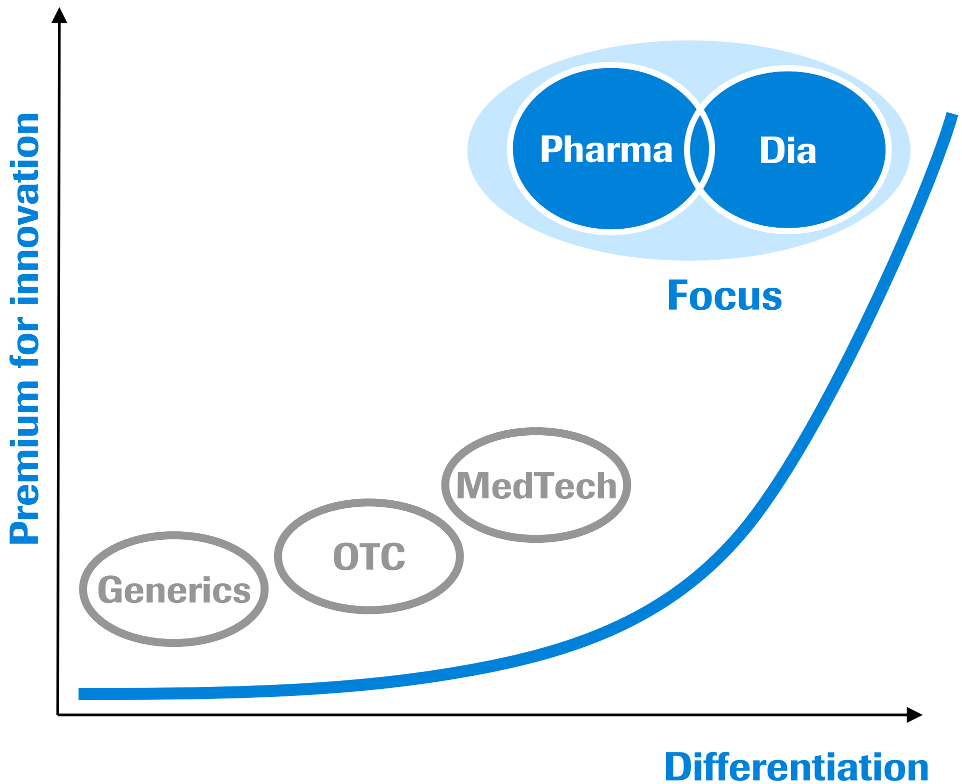
Committed to innovation and growth

Alan Hippe, CFO
Roche Group



London, October 2013

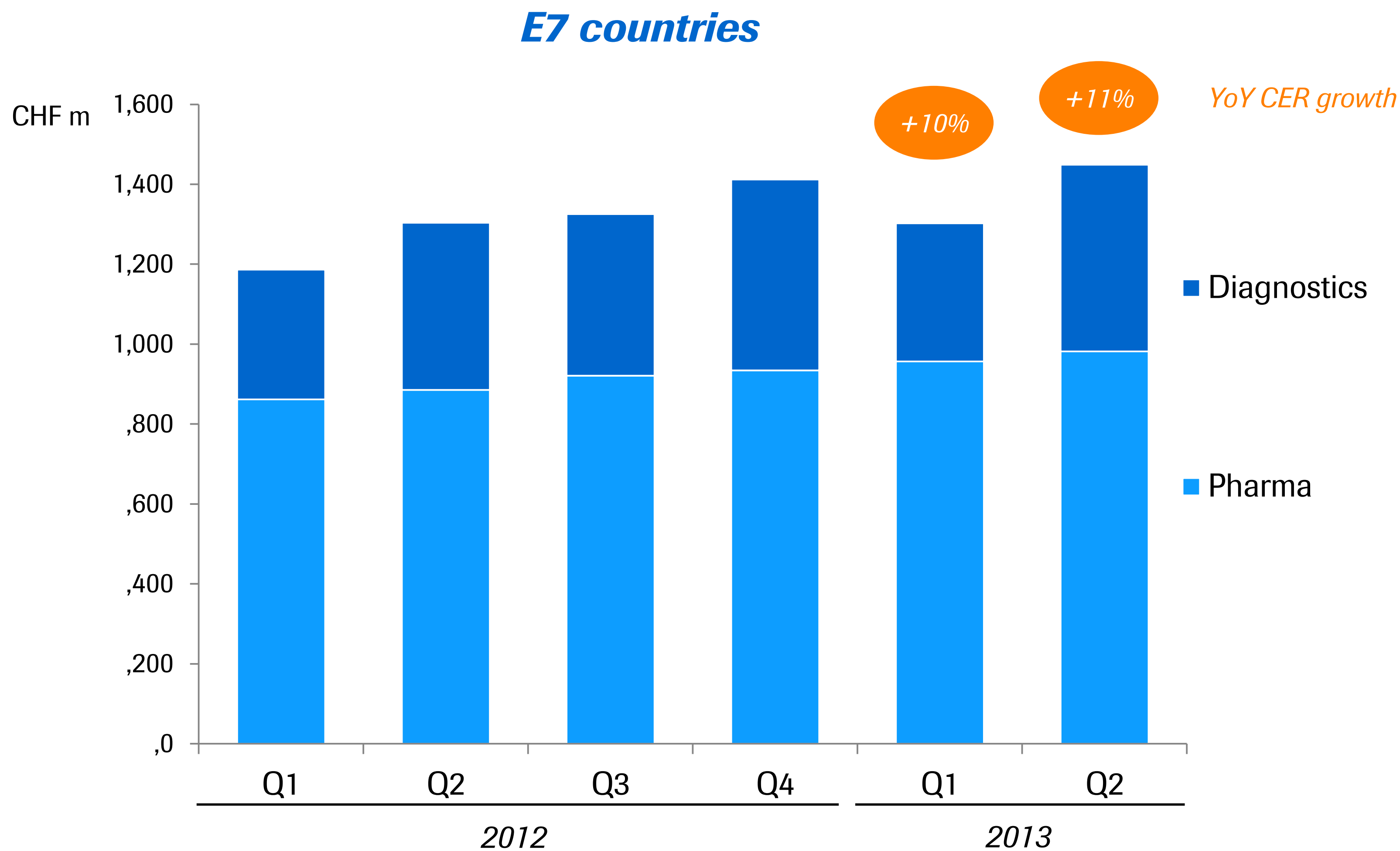
Roche strategy: Focused on medically differentiated therapies



Regulators:
Optimised benefit / risk ratio

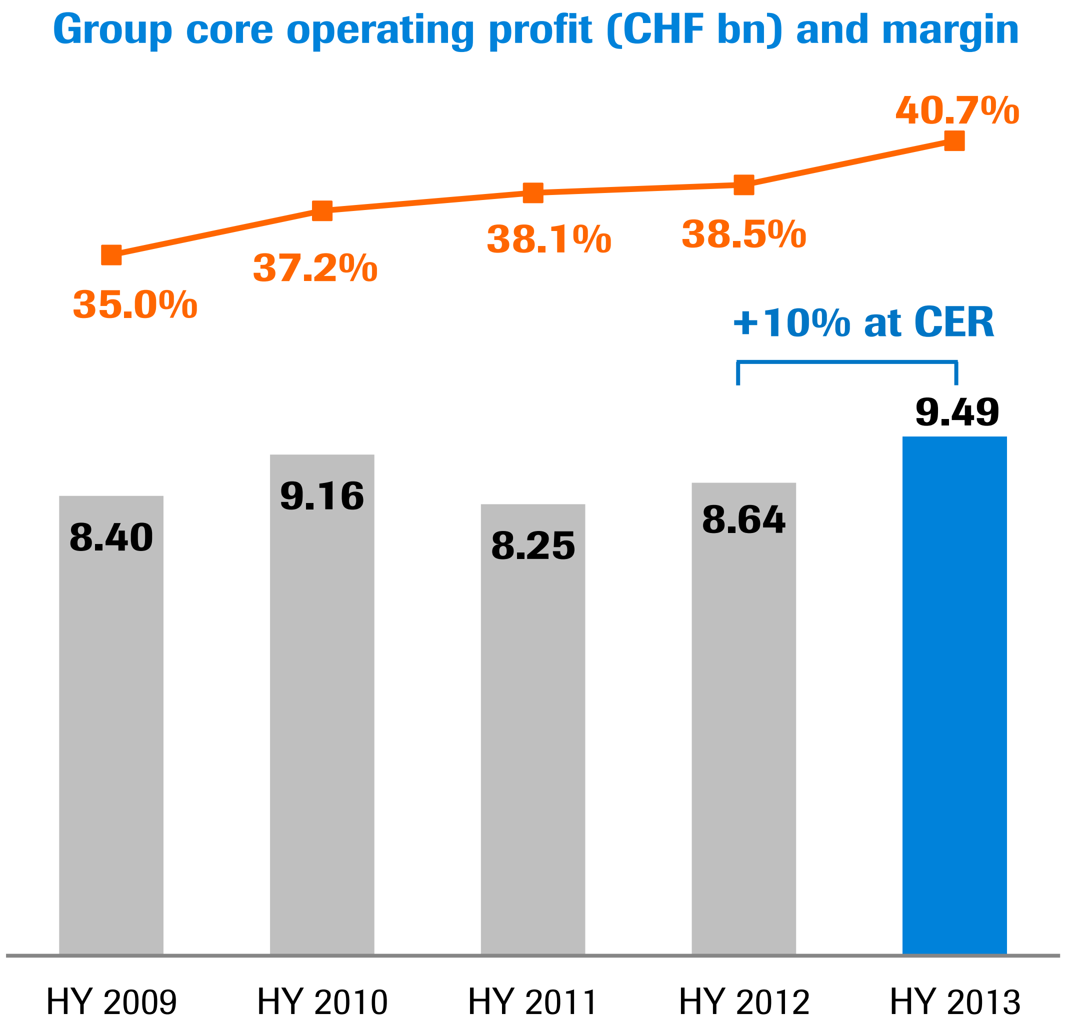
Payors:
Optimised benefit / cost ratio

Roche: Sustainable growth in major emerging markets



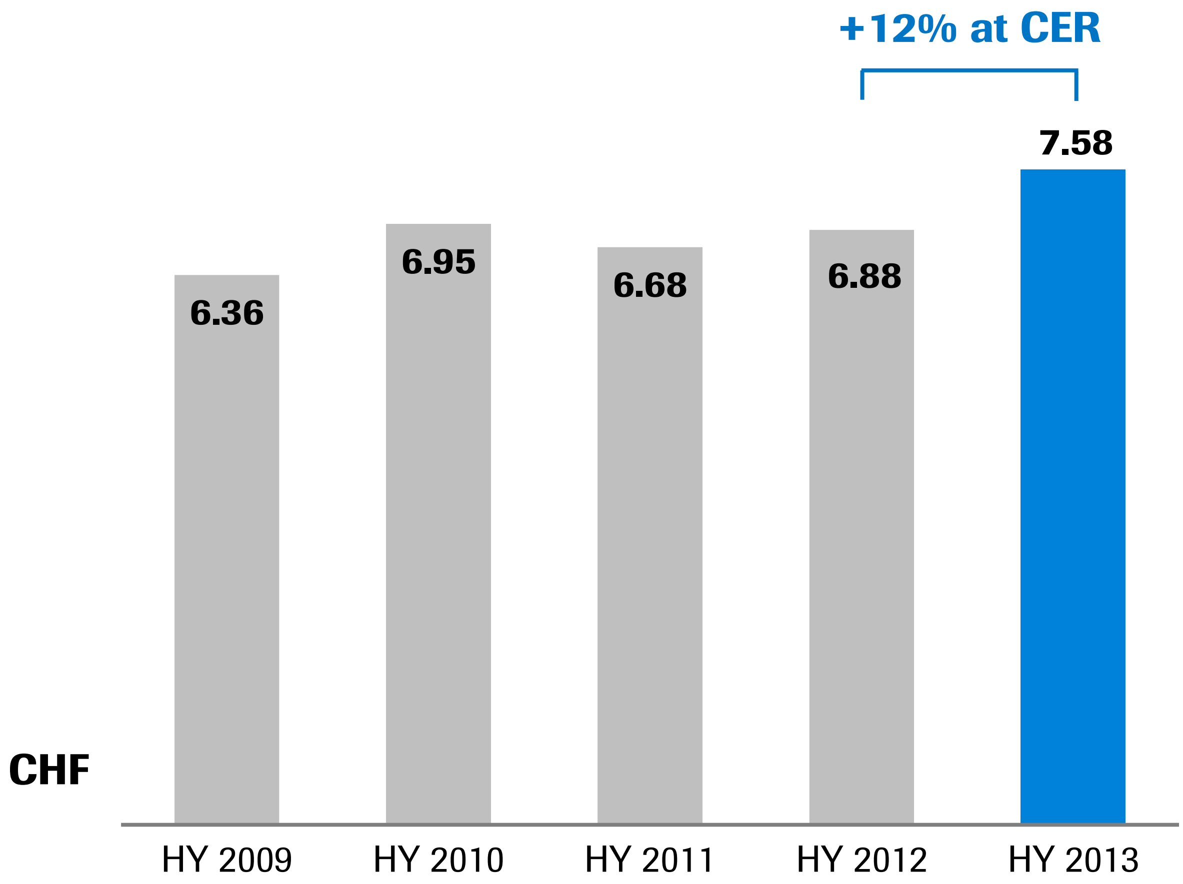
Absolute amounts at 2012 exchange rates, growth at CER=Constant Exchange Rates
E7: Brazil, China, Mexico, India, South Korea, Russia, Turkey

Roche: Operating profit and margin continuously increased



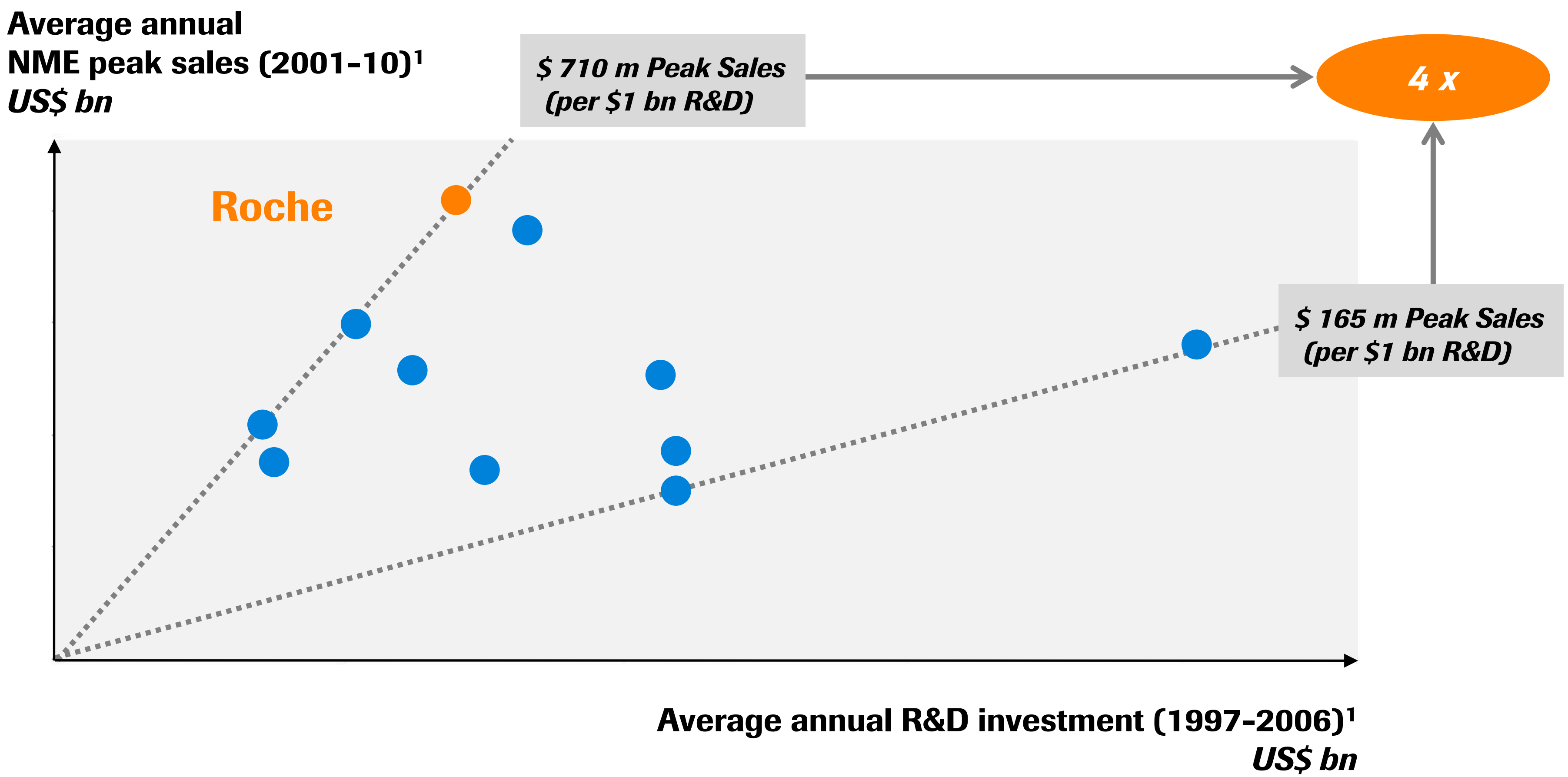
CER=Constant Exchange Rates

HY 2013: +12% Core EPS growth[1]



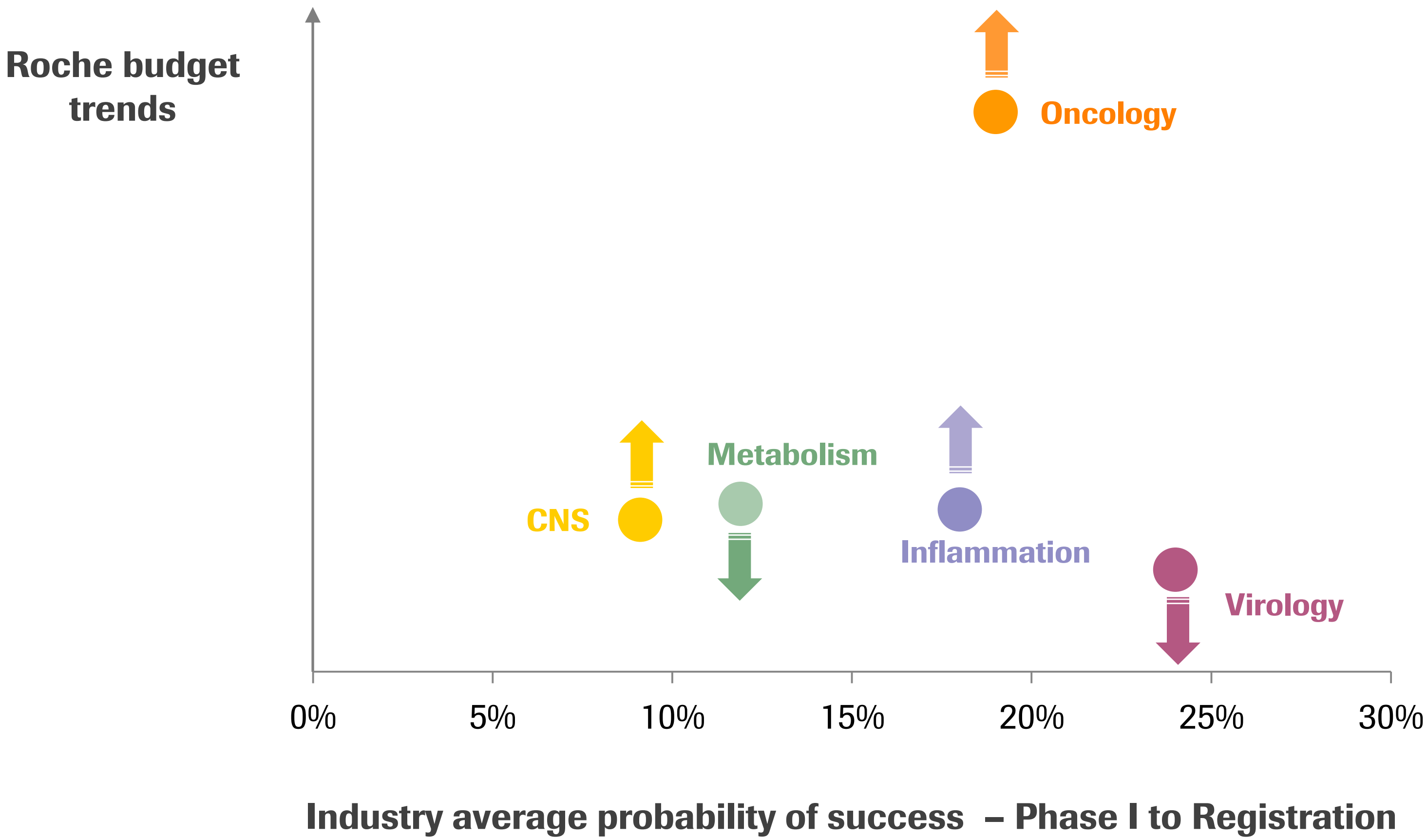
[1] CER=Constant Exchange Rates

R&D productivity differs substantially among players



[1] Peak sales and R&D calculated pro forma to account for major M&A
Source: EvaluatePharma; BCG analysis; Roche analysis

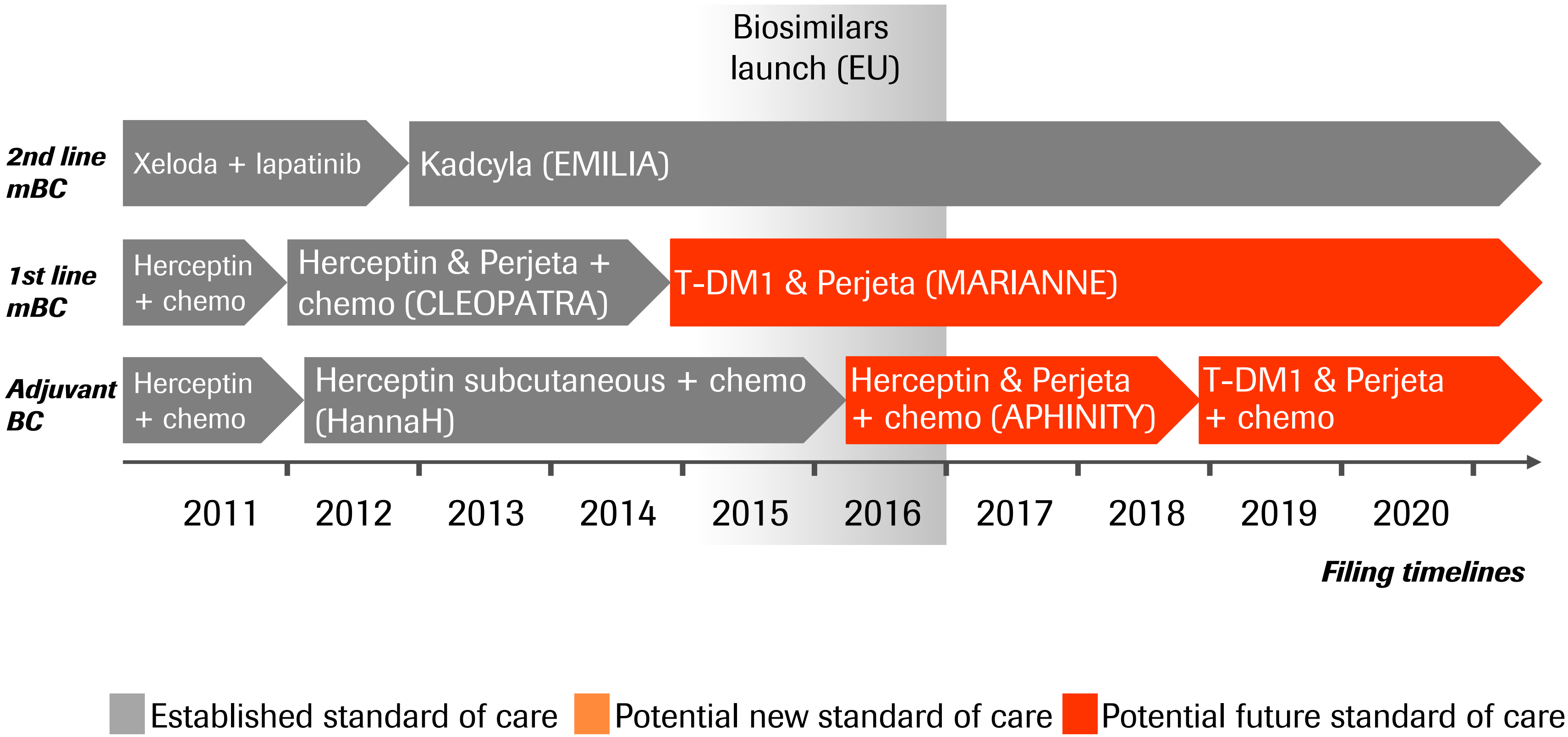
Roche: R&D well balanced from a risk & disease point of view



Source: Bernstein Equity Research, Tufts University and Roche analysis

Example: Changing the standard of care in HER2

Securing future growth by improving the standard of care



Best-in-class pipeline: Where science takes us

	Oncology	Immunology/ Inflammation	Neuroscience
	9 drugs launched *5 Phase III*	*4 drugs launched* *1 Phase III*	*3 Phase III*
Launched	Avastin		
	MabThera		
	Herceptin		
	Xeloda		
	Tarceva		
	Zelboraf	Mabthera RA	
	Erivedge	Actemra	
	Perjeta	Lucentis	
	Kadcyla	Xolair	
Phase III	MetMab		
	anti-PDL1		
	BCL2i	lebrikizumab	bitopertin
	GA101	etrolizumab[1]	ocrelizumab
	cobimetinib (MEKi)	lampalizumab[2]	gantenerumab
Phase II	10 phase II	2 phase II	4 phase II
	Strong and growing	**Strongly emerging**	**Earlier stage**

[1] FPI expected 1H 2014; [2] Phase III decision pending

Summary: Focus on innovation and growth

1	Strategic focus on innovation and driving Personalised Healthcare
2	Strong growth in Emerging Markets facilitated by tailored access models
3	Leading product pipeline providing value for the future

Doing now what patients need next